

STRATEGIC RESULTS FRAMEWORK (2008–2011)



INFORMAL CONSULTATION

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1. The Strategic Plan (2008–2011) frames WFP’s vision, mission and strategic direction on the basis of five Strategic Objectives and 14 aligned goals. Its aim is to support government and global efforts to ensure long-term solutions to the hunger challenge.
2. The Strategic Objectives capture WFP’s work in specific contexts as follows:
 - Strategic Objective 1: emergencies;
 - Strategic Objective 2: preparedness and mitigation of acute hunger;
 - Strategic Objective 3: post-crisis situations;
 - Strategic Objective 4: chronic situations; and
 - Strategic Objective 5: capacity development.
3. The Strategic Results Framework is a core component of WFP’s strategic, management and accountability frameworks. It is also the basis for WFP’s performance measurement system, which enables WFP to translate its mandate and strategy into tangible outcomes. The framework helps WFP to demonstrate its contributions to achieving its Strategic Objectives and the Millennium Development Goals (MDGs), in particular MDG 1 Target 2 – Reduce by half the proportion of people who suffer from hunger.
4. The Strategic Results Framework also provides the basis for aligning country-level monitoring and reporting with the five Strategic Objectives: it enables WFP to track outcomes and outputs at the project level, which can then be aggregated to show achievements at the corporate level.
5. To facilitate project-level results measurement and guide impact evaluation, the Strategic Results Framework links the five Strategic Objectives with outcomes and outputs. Country offices will align activities with the appropriate Strategic Objectives by selecting project indicators from the corporate indicators outlined in the framework; these results will be complemented by project-specific outcomes and indicators.
6. Project design, work planning and reporting will be linked to the appropriate Strategic Objectives as part of the results alignment process. A set of mandatory outcome-level and output-level indicators will be selected according to project objectives and context and used to measure results at the project level. They will be mandatory and will form part of the indicator sets for comprehensive food security and vulnerability assessments (CFSVAs), vulnerability analysis and mapping (VAM) and needs assessments. All indicators will be defined in an Indicator Compendium to ensure consistency in measurement and analysis.

STRATEGIC OBJECTIVE 1: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES				Contribution to MDGs
1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels 2. To protect livelihoods and enhance self-reliance in emergencies and early recovery 3. To reach refugees, internally displaced persons (IDPs) and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks				MDGs 1 and 4
Outcome	Indicators	Corporate performance measure	Corporate target¹	Project target
Outcome 1.1: Reduced and/or stabilized acute malnutrition in children under 5 in an identified population in crisis- and disaster-affected areas	1.1.1 Prevalence of acute malnutrition among children under 5 in WFP intervention areas, assessed using weight-for-height as %	% of populations where the prevalence of acute malnutrition in children under 5 is stabilized or reduced	80% of targeted populations	Below minus 2 standard deviations of WHO standard; from annual or bi-annual survey data
	1.1.2 Mid-upper arm circumference (MUAC)	% of children above threshold	90% of targeted children	% of children above threshold (12.5 is current MUAC ² threshold); from annual or bi-annual survey data
Outcome 1.2: Reduced and/or stabilized mortality in children under 5 and in adults in an identified population in crisis- and disaster-affected areas ³	1.2.1 Crude mortality rate (CMR) in crisis- and disaster-affected areas	% of populations where CMR in WFP intervention area is stabilized or reduced	100% of targeted populations	CMR is stabilized or reduced in WFP intervention area; from annual or bi-annual survey data
	1.2.2 Under-5 mortality rate (<5MR) in crisis- and disaster-affected areas	% of populations where <5MR in WFP intervention area is stabilized or reduced	100% of targeted populations	<5MR is stabilized or reduced in WFP intervention area; from annual or bi-annual survey data
Outcome 1.3: Improved food consumption over assistance period for targeted crisis affected beneficiaries ⁴	1.3.1 Household food consumption score	% of beneficiaries with score exceeding threshold	80% of targeted beneficiaries	Food consumption score exceeds 21 or 28 ⁵
Output	Indicators			
Output 1.1/1.2/1.3: Food and non-food items distributed in sufficient quantity and quality to targeted women, men, girls and boys under secure conditions (To be used for Strategic Objectives 1–4)	1.1.1 Actual number of women, men, girls and boys receiving food and non-food assistance, by category and as a % of planned beneficiaries			
	1.1.2 Actual tonnage of food distributed, by type as % of planned tonnage for distribution ⁶			
	1.1.3 Actual quantity of non-food items distributed, by type as % of planned distribution			
	1.1.4 Actual quantity of fortified foods and/or micronutrient powder distributed, as % of planned distribution			
	1.1.5 Number of security incidents			
	1.1.6 Percentage (%) of distributions affected by pipeline breaks			

¹ Only projects reporting on indicator are included.

² Threshold is subject to change with World Health Organization (WHO) guidelines.

³ Appropriate in large emergency operations.

⁴ Beneficiaries will be disaggregated by gender, age and group – IDP, refugee, conflict-affected, disaster-affected, orphans and other vulnerable children (OVC).

⁵ Threshold depends on local eating habits and diet composition.

⁶ Planned distribution includes quantity, quality and timeliness.

STRATEGIC OBJECTIVE 2: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES				Contribution to MDGs
1. <i>To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters</i> 2. <i>To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change</i>				MDGs 1 and 7
Outcome	Indicators	Corporate performance measure	Corporate target	Project target
Outcome 2.1: Early-warning systems; contingency plans; food security monitoring systems; in place with WFP support Outcome 2.2: Adequate food consumption over assistance period for targeted beneficiaries at risk of falling into acute hunger Outcome 2.3: Strengthened community resiliency to shocks as part of disaster preparedness	2.1.1 Disaster Preparedness Score: institutional capacity in disaster preparedness and food security information management	% of countries where skills are transferred to government as per plan	80% of countries	Country-set score increased by at least one level (e.g. from low to medium); from annual monitoring and/or survey data
	2.2.1 Household food consumption score	% of beneficiaries with score exceeding threshold	80% of beneficiaries	Food consumption score stabilized at or greater than 35/42
	2.3.1 Community asset levels	% of communities showing increase in functioning, useful preparedness and mitigation assets	80% of communities sampled	Sample of projects with improvements over base levels
Output	Indicators			
Output 2.1: Capacity development measures in place Output 2.2: (see output 1.1/1.2) Output 2.3: Targeted communities have built or restored preparedness assets	Types of disaster preparedness and mitigation systems in place (Early-warning systems; contingency plans; food security monitoring systems, etc.) 2.3.1 Type of assets utilized by targeted communities 2.3.2 Number of trees planted 2.3.3 Number of area (ha) protected/developed			

STRATEGIC OBJECTIVE 3: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS				Contribution to MDGs
1. <i>To support the return of refugees and IDPs through food and nutrition assistance</i> 2. <i>To support the re-establishment of the livelihoods and food and nutrition security of communities and families affected by shocks</i> 3. <i>To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict</i>				MDGs 1 and 7
Outcome	Indicators	Corporate performance measure	Corporate target	Project target
Outcome 3.1: Adequate food consumption over assistance period for targeted beneficiaries Outcome 3.2: Targeted beneficiaries have increased access to livelihood assets in fragile and transition situations	3.1.1 Household food consumption score	% of beneficiaries with score exceeding threshold	80% of beneficiaries	Food consumption score exceeds 35/42
	3.2.1 Community asset levels	% of communities showing increase in functioning, useful physical livelihood assets	80% of communities sampled	Sample of projects with improvements over base levels
	3.2.2 Coping strategy score	% of beneficiaries where coping strategy score shows decreased reliance on negative coping mechanisms	80% of beneficiaries	Project set standard for coping strategy score based on productive/household assets; children in schools; level of indebtedness; from annual monitoring and or survey data
	3.2.3 Enrolment: ⁷ average ⁸ annual rate of change in number of girls and boys enrolled in WFP-assisted schools	% of projects meeting or exceeding annual rate of increase of 6%	80% of projects	Annual rate of increase = 6%; from annual monitoring and/or survey data
Output	Indicators			
Output 3.1: (see output 1.1/1.2) Output 3.2: Targeted beneficiaries have developed, built or restored livelihood assets	3.2.1 Type of livelihood assets utilized by targeted beneficiaries			
	3.2.2 Number of women/men trained in livelihood-support areas			

⁷ Enrolment is the official figure of children recorded in school registers at the beginning of the school year regardless of age.

⁸ Average is calculated by taking the annual rate of change in all the schools and dividing by the number of schools considered.

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION				Contribution to MDGs
1. <i>To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger</i> 2. <i>To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools</i> 3. <i>To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics</i>				MDGs 1, 2, 3, 4, 5 and 6
Outcome	Indicators	Corporate performance measure	Corporate target	Project target
Outcome 4.1: Adequate food consumption over assistance period for targeted beneficiaries	4.1.1 Household food consumption score	% of beneficiaries with score exceeding threshold	80% of beneficiaries	Food consumption score exceeds 35/42
	4.1.2 Community asset levels	% of communities showing increase in functioning, useful physical livelihood assets	80% of communities sampled	Sample of projects with improvements over base levels
Outcome 4.2: Increased capacity within countries to produce and increase access to fortified foods, including age appropriate and affordable foods, at national and sub-national level	4.2.1 Fortified food available, by commodity at national and sub-national level	Increase in number of fortified commodities	20% increase in commodities at national and sub-national level	Increase from base measure from annual monitoring and/or survey data
Outcome 4.3: Increased access to education and human capital development in targeted schools	4.3.1 Enrolment: average annual rate of change in number of girls and boys enrolled in WFP-assisted schools	% of projects meeting or exceeding annual rate of increase of 6%	80% of projects	Annual rate of increase = 6%; from annual monitoring and or survey data
	4.3.2 Attendance rate: number of schooldays on which girls and boys attend classes in WFP-assisted schools as % of total number of schooldays	% of projects meeting or exceeding 90% attendance rate	80% of projects	Rate = 90; from annual monitoring and/or survey data
	4.3.3 Gender ratio: ratio of girls to boys enrolled in WFP-assisted schools	% of projects where ratio = 1	95% of projects	Ratio = 1; from annual monitoring and/or survey data

STRATEGIC OBJECTIVE 4: REDUCE CHRONIC HUNGER AND UNDERNUTRITION				Contribution to MDGs
1. <i>To help countries to bring undernutrition below critical levels and break the inter-generational cycle of chronic hunger</i> 2. <i>To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools</i> 3. <i>To meet the food and nutrition needs of those affected by HIV and AIDS, tuberculosis (TB) and other pandemics</i>				MDGs 1, 2, 3, 4, 5 and 6
Outcome	Indicators	Corporate performance measure	Corporate target	Project target
Outcome 4.4: Increased access to education and human capital development of orphans and vulnerable children (OVC: girls and boys)	4.4.1 Enrolment for OVC: average annual rate of change in number of OVC girls and boys enrolled in WFP-assisted schools or receiving WFP assistance	% of projects meeting or exceeding annual rate of increase of 4%	80% of projects	Annual rate of increase = 4%; from annual monitoring and or survey data
	4.4.2 Attendance rate for OVC: (girls and boys): number of schooldays on which OVC girls and boys attend classes in WFP-assisted schools or receiving WFP assistance as % of total schooldays	% of projects meeting or exceeding 90% attendance rate	80% of projects	Rate = 80 ⁹ ; from annual monitoring and/or survey data
Outcome 4.5: Improved nutritional status of targeted women, girls, boys	4.5.1 Prevalence of stunting among targeted children under 2	% of projects reaching nutritional target	80% of projects	10% reduction in prevalence per year; from monitoring data and/or survey data
	4.5.2 Prevalence of iron ¹⁰ deficiency anaemia in women and children	% of projects reaching nutritional target	80% of projects	10% reduction in prevalence per year; from monitoring data and/or survey data
	4.5.3 Prevalence of underweight among targeted children under 5 ¹¹			
Outcome 4.6: Increased access to effective TB treatment for targeted patients	4.6.1 TB treatment success rate ¹²	% of projects reaching success rate	65% of projects	85% TB treatment success rate ¹³
Output	Indicators			
Output 4.1/4.2/4.3: (see 1.1/1.2)				

⁹ Eighty percent represents the minimum number of days a child should attend to pass exams to the next grade. Most OVC take-home ration programmes have 80 percent attendance as the baseline. However, OVC may not attend for such a period because they may have additional duties such as caring for sick parents; the rate could therefore be adjusted in line with the country context.

¹⁰ <110 g/l for pregnant women; <120 g/l for non-pregnant women.

¹¹ The target group can also be children under 2 or under 3 years of age.

¹² The treatment of success rate is the percentage of TB patients who are cured plus the percentage of TB patients who have completed a course of treatment (WHO 2007).

¹³ This is the WHO's international target for patients going on TB treatment. WHO. 2007. Global Tuberculosis Control: Surveillance, Planning, Financing.

STRATEGIC OBJECTIVE 5: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE				Contributions to MDGs
<ol style="list-style-type: none"> <i>To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities</i> <i>To develop clear hand-over strategies to enhance nationally owned hunger solutions</i> <i>To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger</i> 				MDGs 1 and 8
Outcome	Indicators	Corporate performance measure	Corporate target	Project target
Outcome 5.1: Increased marketing opportunities at the community level	5.1.1 Increased presence of market outlets	% of communities meeting target	80% of projects	Country-set target according to baseline survey data
	5.1.2 Increased marketed surplus at the household level	% of communities meeting target	80% of projects	Country-set target according to baseline survey data
Outcome 5.2: Increased government owned solutions for reducing hunger	5.2.1 Government targets for allocations to safety-net and hunger-reduction programmes met as per hand-over agreement with WFP	% of countries with government resource allocations according to hand-over agreement	80% of countries	% of target as per hand-over agreements with WFP
	5.2.2 Approved government documents (Common Country Assessment (CCA), United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Paper (PRSP) with hunger-reduction actions	% of countries where government includes hunger and resources for hunger-reduction	100% of countries	Country-set target; from annual monitoring and/or survey data
Outcome 5.3: Increased capacity to manage and implement hunger-reduction programmes (safety net, school feeding, nutrition)	5.3.1 Resources allocation levels for hunger reduction programmes are increasingly adequate	% of countries where budget devoted to hunger reduction is adequate	80% of countries	Country-set target; from annual monitoring and/or survey data
Output	Indicators			
Output 5.1: Food purchased locally	5.1.1 Percentage (%) of marketable surpluses that meet quality specifications			
	5.1.2 Losses as % of household production			
	5.1.3 Actual tonnage of food purchased, by type, as % of planned tonnage for distribution			
	5.1.4 Origin of food purchased			
	5.1.5 Type of commodities purchased locally			
Output 5.2: Agreed hand-over strategies in place	5.2.1 Number of hand-over strategies agreed to between WFP and national governments			
Output 5.3: Capacity developed through WFP-organized training	5.3.1 Number of people trained in: needs assessments, targeting, food management in terms of quantity and quality, markets, information management, gender analysis, local tendering process; disaggregated by gender and category (WFP, government and partner staff)			
	5.3.2 Number of laws/policies which include hunger			